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**THE ROLE OF ORGANISATIONAL CAPABILITY MEDIATES  
THE RELATIONSHIP BETWEEN EXTERNAL AND  
INTERNAL SUPPORT ON SMES PERFORMANCE**



By

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**Thesis submitted to  
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in partial fulfillment of the requirements for the Doctorate of Philosophy  
Degree (Management)**



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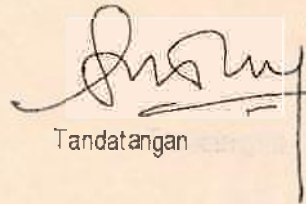
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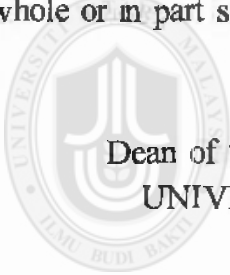
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## ABSTRACT

The purpose of this study is to examine the relationship between external support, internal support and firm performance mediated by organisational capability among SMEs in Malaysia. Organisational capability represent the firms' ability of coordination and deployment of resources. This study intends to identify the link between the support dimensions that which include the government support, financial capital support, ICT support and entrepreneurial orientation support on the business performance which mediated by organisational capability. This study was used stratified random sampling techniques to select the sample. The researcher uses multiple approaches to distribute questionnaires to the selected 384 respondents. A sample size of 296 respondents were collected which then analysed with descriptive analysis, validity analysis, reliability analysis, Pearson correlation analysis, multiple linear regression analysis, simple linear analysis, and hierarchical regression analysis approach. The data analysed by using the 'Statistical Package for Social Sciences' SPSS version 22. Collectively, the results showed that the financial capital support, ICT support and entrepreneurial orientation support presented a positive relationship with business performance by using the multiple regression analysis. However, the finding showed that the government support has negative relationship with business performance. Furthermore, this study applied the Baron and Kenny (1986) hierarchical regression analysis in examining the mediation effect which is organisational capability. The findings showed that the organisational capability is partial mediator of the relationship between government support, financial capital support and business performance but organisational capability become the full mediating role in the relationship between ICT support, entrepreneurial orientation support and business performance. This study tests the mediating role of organisational capabilities between external support, internal support and organizational performance with the help of resource-based view and contingency theory.

**Keywords:** business performance, government support, financial capital support, ICT support, entrepreneurial orientation support, organisational capability.

## ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara sokongan luaran, sokongan dalaman dan prestasi perusahaan yang dimediasi oleh kemampuan organisasi di kalangan PKS di Malaysia. Keupayaan organisasi mewakili kemampuan koordinasi dan penggunaan sumber syarikat. Kajian ini bertujuan untuk mengenal pasti hubungan antara dimensi sokongan yang merangkumi sokongan pemerintah, sokongan modal kewangan, sokongan ICT dan sokongan orientasi keusahawanan terhadap prestasi perniagaan yang dimediasi oleh kemampuan organisasi. Kajian ini menggunakan teknik pensampelan rawak berstrata sebagai pemilihan sampel. Pengkaji menggunakan pelbagai pendekatan untuk mengedarkan borang soal selidik kepada 384 responden yang terpilih. Saiz sampel sebanyak 296 responden dikumpulkan yang kemudian dianalisis dengan menggunakan pendekatan analisis deskriptif, analisis kesahan, analisis kebolehpereayaan, analisis korelasi Pearson, analisis regresi linear berganda, analisis linear mudah, dan analisis regresi berhierarki. Data dianalisis dengan menggunakan 'Statistical Package for Social Sciences' SPSS versi 22. Secara kolektif, hasilnya menunjukkan bahawa sokongan modal kewangan, sokongan ICT dan sokongan orientasi keusahawanan menunjukkan hubungan positif dengan prestasi perniagaan dengan menggunakan analisis regresi berganda. Namun, hasil kajian menunjukkan bahawa sokongan pemerintah mempunyai hubungan negatif dengan prestasi perniagaan. Selanjutnya, kajian ini mengaplikasikan analisis regresi berhierarki Baron dan Kenny (1986) dalam meneliti kesan mediasi/perantara iaitu kemampuan organisasi. Hasil kajian menunjukkan bahawa kemampuan organisasi adalah pengantara separa pada hubungan antara sokongan kerajaan, sokongan modal kewangan dan prestasi perniagaan tetapi kemampuan organisasi menjadi pengantara penuh dalam hubungan antara sokongan ICT, sokongan orientasi keusahawanan dan prestasi perniagaan. Kajian ini menguji peranan pengantara keupayaan organisasi antara sokongan luaran, sokongan dalaman dan prestasi organisasi dengan bantuan pandangan berasaskan sumber dan teori kontingensi.

**Kata kunci:** prestasi perniagaan, sokongan kerajaan, sokongan modal kewangan, sokongan ICT, sokongan orientasi keusahawanan, kemampuan organisasi.

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## LIST OF ABBREVIATIONS

BNM	Bank Negara Malaysia
BP	Business Performance
DOSM	Department of Statistics Malaysia
DV	Dependent Variable
EOS	Entrepreneurial Orientation Support
FCS	Financial Capital Support
GS	Government Support
GDP	Gross Domestic Product
ICTS	Information Communication Technology Support
IV	Independent Variable
KMO	Kaiser-Meyer Olkin
MV	Mediating Variable
NSDC	National SME Development Council
OC	Organisational Capability
OECD	Organisation Economic Co'operation and Development
RBV	Resource Based View
SME	Small and Medium Enterprise
SME Corp Malaysia	SME Corporation Malaysia
SPSS	Statistical Package for Society Science
SPV 2030	Shared Prosperity Vision 2030
UUM	Universiti Utara Malaysia

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## **CHAPTER1**

### **INTRODUCTION**

#### **1.0 Chapter Introduction**

This chapter explains the background of the study and discusses the problem statement.

Next, this chapter postulates the research questions and objectives for further investigation to better interpret the overall study. The postulated research framework in this chapter explains the development of the research hypotheses. The significance of the study is also described in this chapter. This chapter also indicates the scope of the study. This chapter outlines the definitions of specific key terms and ends with a conclusion.

#### **1.1 Background of the Study**

Small and medium enterprises, usually called SMEs, are acknowledged as primary contributors to the national economic development and employment creation growth (Hande, 2016). SMEs are extensively known as important mechanisms of national development in modern technology and unindustrialised economies (Aigboduwa & Oisamoje, 2013; Lai & Ari fin, 2011; Osalor, 2012). Khan and Khalique (2014) indicate that many developed and developing countries focus more on the contribution of SMEs. Besides that, SMEs are a category of business entity which employs a small number of staff. Nevertheless, SMEs possess a larger amount of establishments as compared to larger enterprises (Vinten, 2000). This nature of business is identified in many countries and they normally have inadequate financial capitals and insufficient infrastructures (Jones & Cravenm, 2000). Beck and Cull (2014) highlight that micro, small, or medium-sized enterprises have now become the primary business activities globally.



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## Appendix 1



### UNIVERSITI UTARA MALAYSIA

To Whom It May Concern,

Good day. I am PhD student from UUM. We are conducting a survey about the key of determinant that may influence SMEs performance. This survey will only take you 15 minutes to complete it. We appreciate for your willingness and patience on doing this survey. All the information gathered will only be used for the purpose of the study in preparing for my research project. We would like to thank you in advance for your cooperation. Your feedback is very important for us to evaluate the critical external and internal support today in SMEs sectors. Your details and answers will be held in strict confidential.

#### Attention:

- This survey or research just using at the field of academic.
- Any information collected from survey just use to summary the data
- Any information collected from the survey just used in the assignment or project range
- Process communication during the survey and research not contain the lie and cheat element.

## SECTION A: DEMOGRAPHIC PROFILE

1. Gender:  
☐ Male  
☐ Female
2. Age : ☐ Below 30  
☐ 30-40  
☐ 41-50  
☐ 51-60  
☐ 60 above
3. Race:  
☐ Malay  
☐ Chinese  
☐ Indian  
☐ Others: \_\_\_\_\_
4. Years of Company establishes  
☐ Less than 5 years  
☐ 5-10 years  
☐ 11 - 15 years  
☐ 16-20 years  
☐ 20 years and above
5. Total employees that company hired  
☐ less than 5  
☐ 5-20  
☐ 21-50  
☐ 51-100  
☐ 101-200
6. Type of Ownership  
☐ Sole proprietorship  
☐ Partnership corporation  
☐ Limited liability company

7. Job Title: ( ) Managing director  
 ( ) Chief Executive Officer (CEO)  
 ( ) General Manager  
 ( ) Middle level Manager/Assistant Manager  
 ( ) Others: \_\_\_\_\_

**INSTRUCTION:** Based on the statement, please **CIRCLE** the most suitable answer to indicate the extent to which you agree or disagree with the statement by placing a circle on a scale of 1 to 6.

## SECTION B: GOVERNMENT SUPPORT DIMENSIONS

Government Support can be define as to provided capital and technical assistant, training assistant, source of information, consultancy towards entrepreneurship development as shown below:

	Based on the assistance provided, .....	1	2	3	4	5	6	
GS01	our company gets a lot of information, knowledge and technology from training and R&D.	1	2	3	4	5	6	
GS02	our company had a good education and training condition offered by training and R&D institutes.	1	2	3	4	5	6	
GS03	the government departments/agencies offer plenty and clear policy information to our company.	1	2	3	4	5	6	
GS04	the tax policy for our company is preferable.	1	2	3	4	5	6	
GS05	the legal right and interest of investors and entrepreneurs are guaranteed.	1	2	3	4	5	6	
GS06	current labor institutions are advantageous for Our company to attract and retain person with ability.	1	2	3	4	5	6	

1- Strongly Disagree, 2- Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5- Agree 6= Strongly Agree



### SECTION C: FINANCIAL CAPITAL SUPPORT DIMENSION

In this sections, financial capital support that considering as a start-up capital or initial capital source in respondents firm to run business as shown below:

Question	Financial Capital Support	1	2	3	4	5	6	
FCS01	Financial capitals from other income (e.g. debt capital)	1	2	3	4	5	6	
FCS02	Financial resources from own capital	1	2	3	4	5	6	
FCS03	Financial capitals from business partner	1	2	3	4	5	6	
FCS04	Financial capitals from friends, spouse, relatives and family	1	2	3	4	5	6	

1= Strongly Disagree, 2= Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5=Agree 6= Strongly Agree

### SECTION D: INFORMATION AND COMMUNICATION TECHNOLOGY DIMENSIONS (ICT) SUPPORT DIMENSION

This sections address the firm's adopt ICT-based resources to support their business need as below:

Question	Our company regularly use ICT.....	1	2	3	4	5	6	
ICTS01	for displaying company information and products offered.	1	2	3	4	5	6	
ICTS02	to communicate with our suppliers.	1	2	3	4	5	6	
ICTS03	to communicate with our employees.	1	2	3	4	5	6	
ICTS04	to communicate with our customers (where customers can submit various enquiries).	1	2	3	4	5	6	
ICTS05	to sell our product online	1	2	3	4	5	6	
ICTS06	to sell our product and receive payments.	1	2	3	4	5	6	

1= Strongly Disagree, 2= Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5=Agree 6= Strongly Agree

## SECTION E: ENTREPRENEURSHIP ORIENTATION DIMENSIONS

EO referred to the extent to which owners/managers of SMEs tend to favour change and innovation with the aim of achieving a firm's competitive advantage (the innovativeness dimension), to engage in business-related risks (the risk-taking dimension), and to compete with other firms aggressively (the pro-activeness dimension), which can lead to new entry creation as below:

Question	Entrepreneurship Orientation Support	1	2	3	4	5	6	
<b>Pro-activeness</b>								
EOS01	Our enterprise produces more new products in comparison with main competitor.	1	2	3	4	5	6	
EOS02	We usually make changes to develop our products as compared to our main competitor.	1	2	3	4	5	6	
EOS03	Our enterprise emphasizes strongly on the development of new products.	1	2	3	4	5	6	
EOS04	We initiate actions to which competitors then respond.	1	2	3	4	5	6	
EOS05	Our enterprise is always the first business to introduce new products.	1	2	3	4	5	6	
EOS06	Our enterprise adopts a very competitive posture.	1	2	3	4	5	6	
<b>Risk-taking</b>								
EOS07	Our enterprise has a strong inclination for high risky venture with the chances of very high returns.	1	2	3	4	5	6	
EOS08	Owing to the nature of the environment, risk taking acts are necessary to achieve the enterprise's objectives.	1	2	3	4	5	6	
EOS09	We adopt aggressive position in order to maximize the probability of exploiting potential opportunities.	1	2	3	4	5	6	
EOS10	Our enterprise shows a great deal of tolerance for high risk projects.	1	2	3	4	5	6	

<b>Innovativeness</b>								
EOS11	Our product requires a major learning effort by customers.	1	2	3	4	5	6	
EOS12	Our products took a long time before customers could understand its full advantages.	1	2	3	4	5	6	
EOS13	The product concept was difficult for customers to understand.	1	2	3	4	5	6	
EOS14	Our products were tried in the market.	1	2	3	4	5	6	
EOS15	Our products offer more possibilities to customers.	1	2	3	4	5	6	
EOS16	Our product offer unique, innovative features to customers.	1	2	3	4	5	6	
EOS17	Our product covers more customer needs.	1	2	3	4	5	6	
EOS18	Our product has more uses.	1	2	3	4	5	6	
EOS19	Our product is of higher quality in comparison to main competitors.	1	2	3	4	5	6	
EOS20	Our product is superior in technology.	1	2	3	4	5	6	

1= Strongly Disagree, 2= Disagree, 3= Somewhat Disagree, 4=Somewhat Agree, 5=Agree 6= Strongly Agree

#### SECTION F: ORGANIZATIONAL CAPABILITIES DIMENSIONS

Organizational capabilities is related to management and organizational processes, the manager competences and the employees' knowledge and skills, the efficient organizational structure, the organizational culture, the existing mechanism of coordination, the strategic planning procedures, and the ability to attract creative employees as shown below:

<b>Question</b>	<b>Organizational capabilities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	
OC01	Managerial competencies	1	2	3	4	5	6	
OC02	Knowledge and skills of employees	1	2	3	4	5	6	
OC03	Firm climate	1	2	3	4	5	6	
OC04	Efficient organizational structure	1	2	3	4	5	6	
OC05	Coordination	1	2	3	4	5	6	
OC06	Strategic planning	1	2	3	4	5	6	
OC07	Ability to attract creative employees	1	2	3	4	5	6	

1= Strongly Disagree, 2= Disagree, 3= Somewhat Disagree, 4= Somewhat Agree, 5=Agree, 6= Strongly Agree

**INSTRUCTION:** Based on the statement, please **CIRCLE** the most suitable answer to indicate the extent to which you achieve low or high business performance with the statement by placing a circle on a scale of 1 to 6.

### SECTION G: BUSINESS PERFORMANCE DIMENSIONS

Business performance relates to meeting or exceeding specific goals and objectives as defined by business plans as below:

Question	The company has increased on .....	1	2	3	4	5	6	
BP01	Growth in sales revenue	1	2	3	4	5	6	
BP02	Profitability	1	2	3	4	5	6	
BP03	Return on asset	1	2	3	4	5	6	
BP04	Return on sales	1	2	3	4	5	6	
BP05	Market share	1	2	3	4	5	6	
BP06	Labour productivity	1	2	3	4	5	6	
BP07	Level of customer satisfaction	1	2	3	4	5	6	
BP08	Overall financial performance	1	2	3	4	5	6	
BP09	Level of customer loyalty	1	2	3	4	5	6	
BP10	Growth of machine	1	2	3	4	5	6	

1–Extremely Low, 2– Very Low, 3–Somewhat Low, 4– Somewhat High, 5– Very High and 6= Extremely High

End of the questions

Thank you so much for your cooperation



UNIVERSITI UTARA MALAYSIA

Kepada sesiapa yang berkenaan,

Salam. Saya seorang pelajar PhD dari UUM. Kami menjalankan tinjauan mengenai kunci penentu yang mungkin mempengaruhi prestasi PKS. Kajian ini hanya akan membawa anda 15 minit untuk menyelesaikannya. Kami menghargai kesediaan dan kesabaran anda dalam melakukan tinjauan ini. Semua maklumat yang dikumpulkan hanya akan digunakan untuk tujuan kajian dalam penyediaan projek penyelidikan saya. Kami ingin mengucapkan terima kasih terlebih dahulu atas kerjasama anda. Maklum balas anda adalah sangat penting bagi kami untuk menilai sokongan luaran dan dalaman yang penting hari ini dalam sektor PKS. Butiran dan jawapan anda akan diadakan secara sulit.

**Perhatian:**

- Kajian atau penyelidikan ini hanya digunakan di bidang akademik.
- Sebarang maklumat yang dikumpulkan dari tinjauan hanya digunakan untuk ringkasan data.
- Sebarang maklumat yang dikumpulkan dari kajian selidik yang digunakan hanya dalam tugasan atau julat projek.
- Proses komunikasi semasa tinjauan dan penyelidikan tidak mengandungi unsur bohong dan menipu.

## BAHAGIAN A: PROFIL DEMOGRAPHIK

1. Jantina: ☐ Lelaki  
☐ Perempuan

2. Umur: ☐ Di bawah 30  
☐ 30-40  
☐ 41-50  
☐ 51-60  
☐ 60 di atas

3. Bangsa: ☐ Melayu  
☐ Cina  
☐ India  
☐ Lain-lain: \_\_\_\_\_

4. Tahun didirikan Syarikat  
☐ Kurang daripada 5 tahun  
☐ 5- 10 tahun  
☐ 11-15 tahun  
☐ 16 - 20 tahun  
☐ 20 tahun ke atas

5. Jumlah pekerja syarikat yang diupah  
☐ kurang dari 5  
☐ 5-20  
☐ 21-50  
☐ 51-100  
☐ 101-200

6. Jenis Pemilikan  
☐ Perniagaan tunggal  
☐ Perkongsian  
☐ Syarikat Sdn Bhd

7. Jawatan Pekerjaan:

- ☐ Pengarah  
☐ Ketua Pegawai Eksekutif (CEO)  
☐ Pengurus  
☐ Penolong Pengurus  
☐ Lain-lain: \_\_\_\_\_

**ARAHAN:** Berdasarkan pernyataan ini, sila Bulat jawapan yang paling sesuai untuk menunjukkan sejauh mana anda bersetuju atau tidak bersetuju dengan pernyataan dengan meletakkan bulatan pada skala 1 hingga 6.

**SEKSYEN B: DIMENSI SOKONGAN KERAJAAN**

Sokongan Kerajaan boleh menentukan untuk menyediakan bantuan modal dan teknikal, latihan, sumber maklumat, perundingan ke arah pembangunan keusahawanan seperti yang ditunjukkan di bawah:

	Berdasarkan bantuan yang diberikan, .....	1	2	3	4	5	6	
GS01	Syarikat kami mendapat banyak maklumat, pengetahuan dan teknologi dari latihan dan R & D.	1	2	3	4	5	6	
GS02	Syarikat kami mempunyai pendidikan dan latihan yang baik yang ditawarkan oleh agensi latihan dan R & D	1	2	3	4	5	6	
GS03	Jabatan / agensi kerajaan menyediakan banyak maklumat dasar polisi yang jelas kepada syarikat kami.	1	2	3	4	5	6	
GS04	Dasar cukai untuk syarikat kami adalah lebih baik.	1	2	3	4	5	6	
GS05	Hak dan kepentingan undang-undang ke atas pelabur dan usahawan dijamin.	1	2	3	4	5	6	
GS06	Institusi buruh semasa adalah berfaedah untuk syarikat kami untuk menarik dan mengekalkan tenaga pekerja yang berupayaan.	1	2	3	4	5	6	

1= Sangat Tidak Setuju, 2= Tidak Setuju, 3= Agak Tidak Setuju, 4= Agak Setuju, 5= Setuju, 6= Sangat Setuju

### SEKSYEN C: DIMENSI SOKONGAN SUMBER KEWANGAN

Dalam bahagian ini, sokongan sumber kewangan yang dirujukan sebagai modal permulaan atau sumber kewangan dalam responden firma untuk menjalankan perniagaan seperti ditunjukkan di bawah:

Soalan	DIMENSI SOKONGAN SUMBER KEWANGAN	1	2	3	4	5	6	
FCS01	Sumber kewangan daripada pendapatan lain (mis. Modal hutang).	1	2	3	4	5	6	
FCS02	Sumber kewangan dari modal sendiri.	1	2	3	4	5	6	
FCS03	Sumber kewangan dari rakan kongsi perniagaan	1	2	3	4	5	6	
FCS04	Sumber Kewangan dari rakan, pasangan, saudara mara dan keluarga.	1	2	3	4	5	6	

1= Sangat Tidak Setuju, 2= Tidak Setuju, 3= Agak Tidak Setuju, 4= Agak Setuju, 5=Setuju, 6= Sangat Setuju

### SEKSYEN D: DIMENSI SOKONGAN TEKNOLOGI MAKLUMAT DAN KOMUNIKASI (ICT)

Bahagian ini menangani sumber yang berasaskan teknologi dan ICT untuk menyokong keperluan perniagaan mereka seperti di bawah:

Soalan	Syarikat kami kerap menggunakan ICT .....	1	2	3	4	5	6	
ICTS01	Untuk memaparkan maklumat syarikat dan produk yang ditawarkan.	1	2	3	4	5	6	
ICTS02	Untuk berkomunikasi dengan pembekal kami.	1	2	3	4	5	6	
ICTS03	Untuk berkomunikasi dengan pekerja kami.	1	2	3	4	5	6	
ICTS04	Untuk berkomunikasi dengan pelanggan kami (di mana pelanggan boleh	1	2	3	4	5	6	



	mengemukakan pelbagai pertanyaan).							
ICTS05	Untuk menjual produk kami secara dalam talian	1	2	3	4	5	6	
ICTS06	Untuk menjual produk kami dan menerima bayaran secara dalam talian	1	2	3	4	5	6	

1- Sangat Tidak Setuju, 2- Tidak Setuju, 3- Agak Tidak Setuju, 4- Agak Setuju, 5- Setuju, 6- Sangat Setuju

#### SEKSYEN E: DIMENSI ORIENTASI KEUSAHAWANAN

EO merujuk kepada sejauh mana pemilik / pengurus SME cenderung untuk memihak kepada perubahan dan inovasi dengan matlamat mencapai kelebihan daya saing firma (dimensi inovasi), untuk melibatkan risiko berkaitan perniagaan (dimensi mengambil risiko), dan bersaing dengan firma lain secara agresif (dimensi pro-aktifitas) seperti di bawah:

Soalan	ORIENTASI KEUSAHAWANAN	1	2	3	4	5	6	
	<b>Pro-Aktifitas</b>							
EOS01	Perusahaan kami menghasilkan lebih banyak produk baru berbanding pesaing utama.	1	2	3	4	5	6	
EOS02	Kami biasanya membuat perubahan untuk membangunkan produk kami berbanding pesaing utama kami.	1	2	3	4	5	6	
EOS03	Syarikat kami memberi penekanan kuat kepada pembangunan produk baru	1	2	3	4	5	6	
EOS04	Kami memulakan tindakan sebelum pesaing akan bertindak balas	1	2	3	4	5	6	
EOS05	Perusahaan kami sentiasa menjadi perniagaan pertama yang memperkenalkan produk baru	1	2	3	4	5	6	
EOS06	Perusahaan kami mengamalkan sikap yang sangat kompetitif	1	2	3	4	5	6	

<b>Mengambil Risiko</b>							
EOS07	Syarikat kami mempunyai kecenderungan yang kuat untuk usaha berisiko tinggi dengan peluang pulangan yang tinggi.	1	2	3	4	5	6
EOS08	Oleh kerana alam perniagaan persekitaran, tindakan mengambil risiko diperlukan untuk mencapai objektif perusahaan.	1	2	3	4	5	6
EOS09	Kami mengamalkan kedudukan agresif untuk memaksimumkan kebarangkalian mengeksploitasi peluang-peluang yang berpotensi.	1	2	3	4	5	6
EOS10	Syarikat kami menunjukkan banyak toleransi untuk projek-projek berisiko tinggi.	1	2	3	4	5	6
<b>Inovasi</b>							
EOS11	Produk kami memerlukan usaha pembelajaran oleh para pelanggan.	1	2	3	4	5	6
EOS12	Produk kami mengambil masa yang lama sebelum pelanggan dapat memahami kelebihan penuhnya.	1	2	3	4	5	6
EOS13	Konsep produk adalah sukar bagi pelanggan untuk memahami.	1	2	3	4	5	6
EOS14	Produk kami telah dicuba di pasaran.	1	2	3	4	5	6
EOS15	Produk kami menawarkan lebih banyak kemungkinan kepada pelanggan.	1	2	3	4	5	6
EOS16	Produk kami menawarkan ciri-ciri unik dan inovatif kepada pelanggan.	1	2	3	4	5	6
EOS17	Produk kami meliputi lebih banyak keperluan pelanggan.	1	2	3	4	5	6
EOS18	Produk kami mempunyai lebih banyak kegunaan.	1	2	3	4	5	6

EOS19	Produk kami adalah berkualiti tinggi berbanding pesaing utama.	1	2	3	4	5	6	
EOS20	Produk kami lebih unggul dalam teknologi.	1	2	3	4	5	6	

1= Sangat Tidak Setuju, 2= Tidak Setuju, 3= Agak Tidak Setuju, 4= Agak Setuju, 5=Setuju  
6= Sangat Setuju

#### SEKSYEN F: DIMENSI KEUPAYAAN ORGANISASI

Keupayaan organisasi merujuk kepada proses pengurusan dan organisasi, pengetahuan dan kemahiran pekerja, struktur organisasi yang cekap, budaya organisasi, mekanisme penyelarasan yang sedia ada, prosedur perancangan strategik, dan keupayaan untuk menarik pekerja kreatif seperti yang ditunjukkan di bawah:

Soalan	KEUPAYAAN ORGANISASI	1	2	3	4	5	6	
OC01	Kecekapan pengurusan	1	2	3	4	5	6	
OC02	Pengetahuan dan kemahiran pekerja	1	2	3	4	5	6	
OC03	Iklim firma	1	2	3	4	5	6	
OC04	Struktur organisasi yang cekap	1	2	3	4	5	6	
OC05	Penyelarasan	1	2	3	4	5	6	
OC06	Perancangan strategik	1	2	3	4	5	6	
OC07	Keupayaan untuk menarik pekerja kreatif	1	2	3	4	5	6	

1= Sangat Tidak Setuju, 2= Tidak Setuju, 3= Agak Tidak Setuju, 4= Agak Setuju, 5=Setuju  
6= Sangat Setuju

**ARAHAN:** Berdasarkan pernyataan ini, sila **Bulat** jawapan yang paling sesuai untuk menunjukkan sejauh mana anda bercapai prestasi perniagaan yang tinggi atau rendah dengan pernyataan dengan meletakkan bulatan pada skala 1 hingga 6.

#### SEKSYEN G: DIMENSI PRESTASI PERNIAGAAN

Prestasi perniagaan adalah berkaitan dengan memenuhi atau melebihi matlamat dan tujuan khusus seperti yang ditakrifkan oleh pelan perniagaan seperti di bawah:

Soalan	Syarikat telah meningkat pada .....	1	2	3	4	5	6	
BP01	Pertumbuhan pendapatan iualan	1	2	3	4	5	6	
BP02	Keuntungan	1	2	3	4	5	6	
BP03	Pulangan atas asct	1	2	3	4	5	6	
BP04	Pulangan jualan	1	2	3	4	5	6	

BP05	Pasaran Saham	1	2	3	4	5	6	
BP06	Produktiviti buruh.	1	2	3	4	5	6	
BP07	Tahap kepuasan pelanggan	1	2	3	4	5	6	
BP08	Prestasi kewangan secara keseluruhan.	1	2	3	4	5	6	
BP09	Tahap kesetiaan pelanggan.	1	2	3	4	5	6	
BP10	Pertumbuhan mesin	1	2	3	4	5	6	

1- Sangat Rendah, 2- Rendah, 3-Agak Rendah, 4-Agak Tinggi, 5=Tinggi 6-Sangat Tinggi

Terima kasih banyak untuk kerjasama anda



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Universiti Utara Malaysia

## Appendix 3

### Output SPSS 22 Version

#### Output of Pilot Test (Table 3.12)

#### Government Support

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.765	6

#### Financial Capital Support

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's	
Alpha	N of Items
.973	4

## ICT Support

**Case Processing Summary**

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.957	6

## Entrepreneurial Orientation Support

**Case Processing Summary**

		N	%
Cases	Valid	31	100.0
	Excluded <sup>a</sup>	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.942	20

## Organizational Capability

Case Processing Summary

		N	%	
Cases	Valid	31	100.0	
	Excluded <sup>a</sup>	0	.0	
	Total	31	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.938	7

## Business Performance

Case Processing Summary

		N	%	
Cases	Valid	31	100.0	
	Excluded <sup>a</sup>	0	.0	
	Total	31	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.863	10

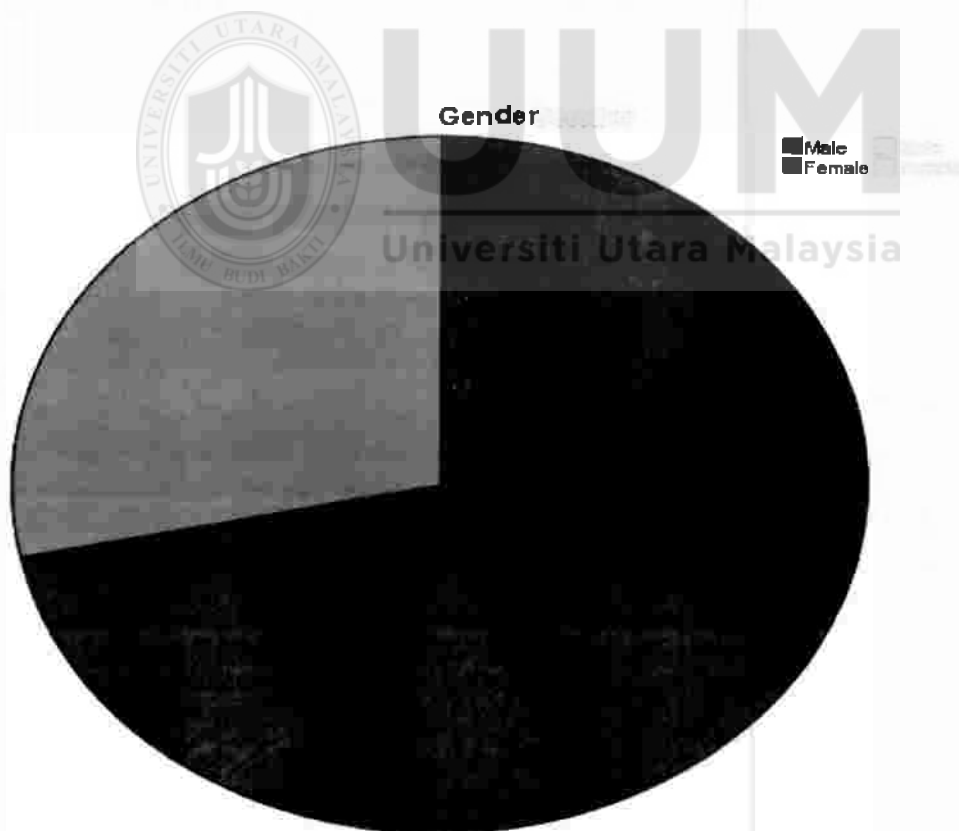
## Appendix 4

Output SPSS 22 Version

SPSS Output of Demographic Profile & General Information

Gender of Respondents (Table 4.1)

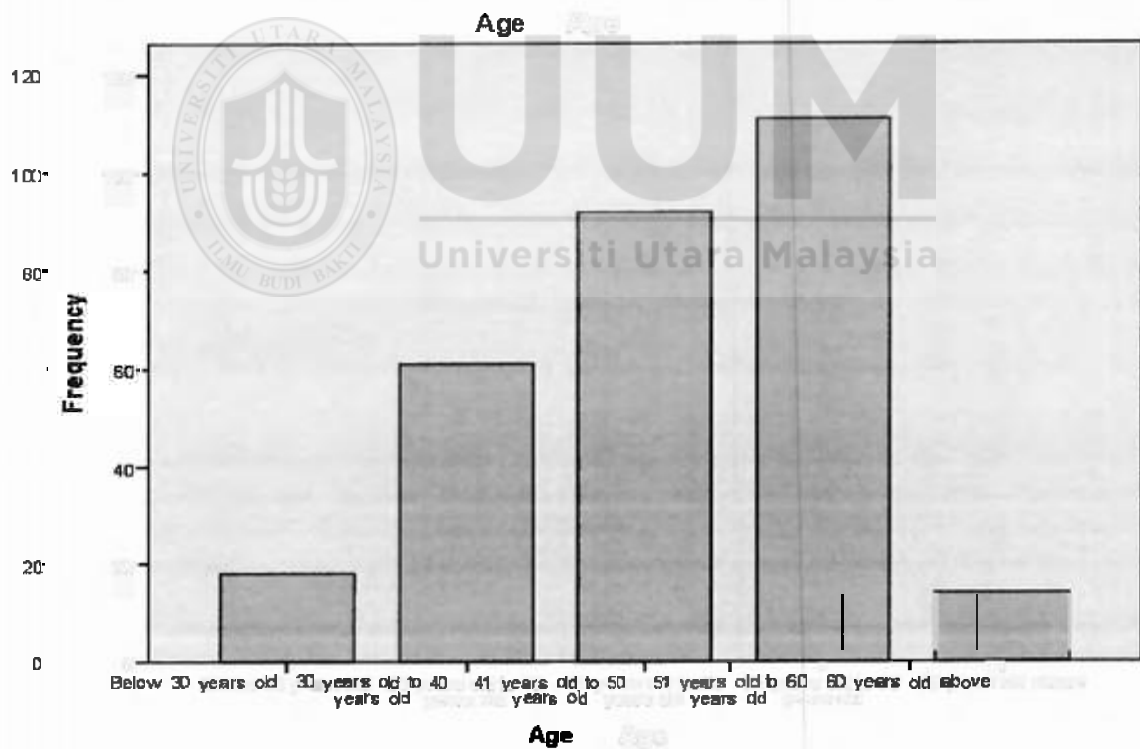
		Gender				Cumulative	
		Frequency	Percent	Valid Percent	Percent	Percent	Percent
Valid	Male	212	71.6	71.6	71.6	71.6	71.6
	Female	84	28.4	28.4	28.4	100.0	100.0
	Total	296	100.0	100.0	100.0		





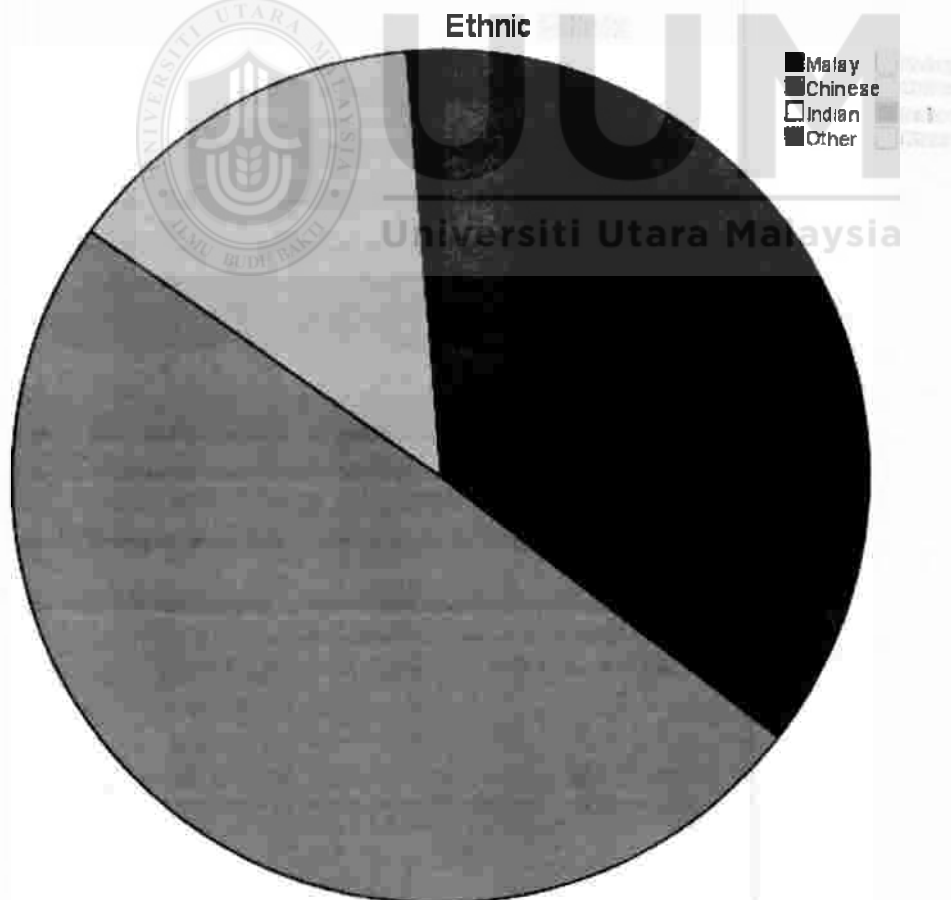
**Aged of Respondents (Table 4.2)**

		Age				Cumulative	
		Frequency	Percent	Valid Percent	Percent	Percent	Percent
Valid	Below 30 years old	18	6.1	6.1	6.1	6.1	6.1
	30 years old to 40 years old	61	20.6	20.6	20.6	26.7	26.7
	41 years old to 50 years old	92	31.1	31.1	31.1	57.8	57.8
	51 years old to 60 years old	111	37.5	37.5	37.5	95.3	95.3
	60 years old above	14	4.7	4.7	4.7	100.0	100.0
	Total	296	100.0	100.0	100.0		



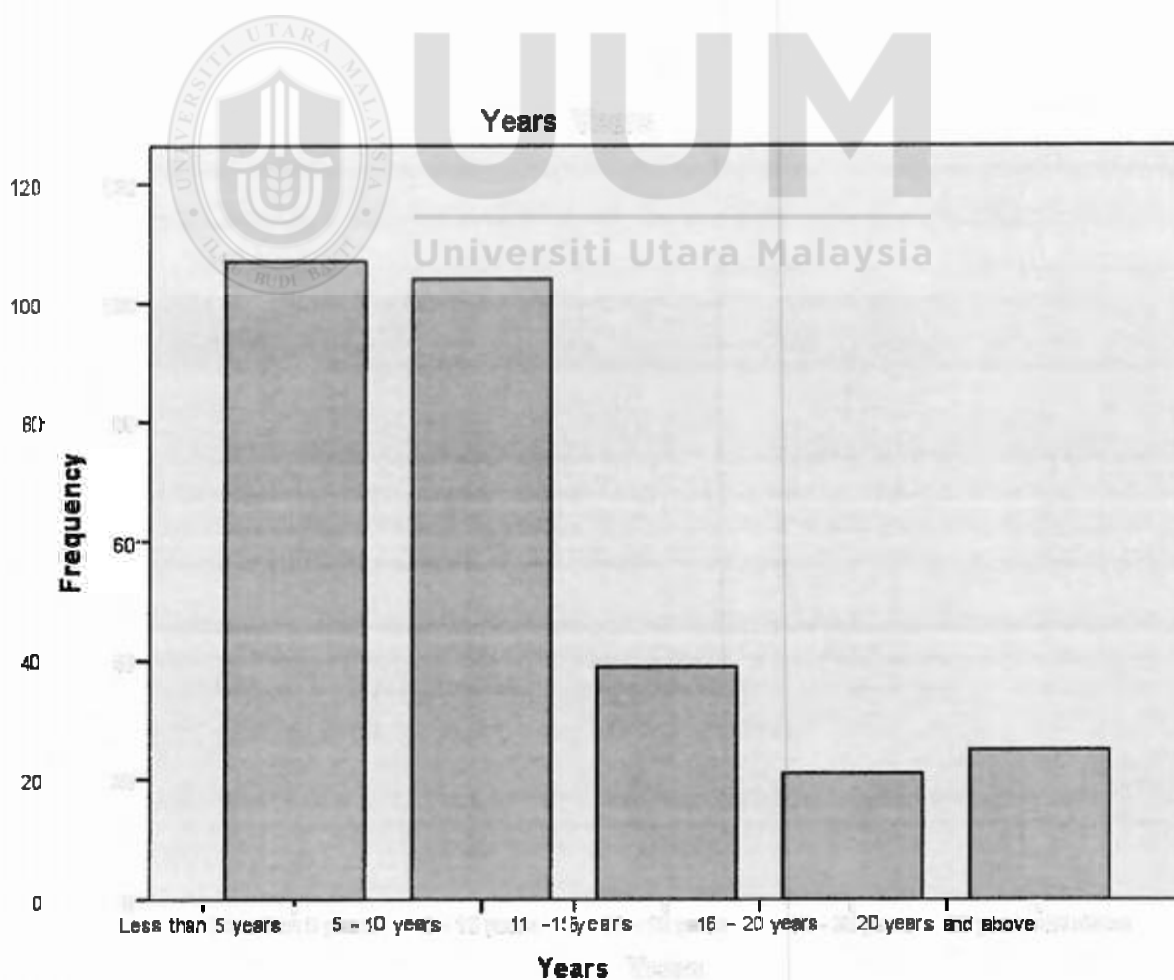
**Ethnic Group (Table 4.3)**

		Ethnic				Cumulative	
		Frequency	Percent	Valid Percent	Percent	Percent	Percent
Valid	Malay	105	35.5	35.5	35.5	35.5	35.5
	Chinese	146	49.3	49.3	49.3	84.8	84.8
	Indian	41	13.9	13.9	13.9	98.6	98.6
	Other	4	1.4	1.4	1.4	100.0	100.0
	Total	296	100.0	100.0	100.0		



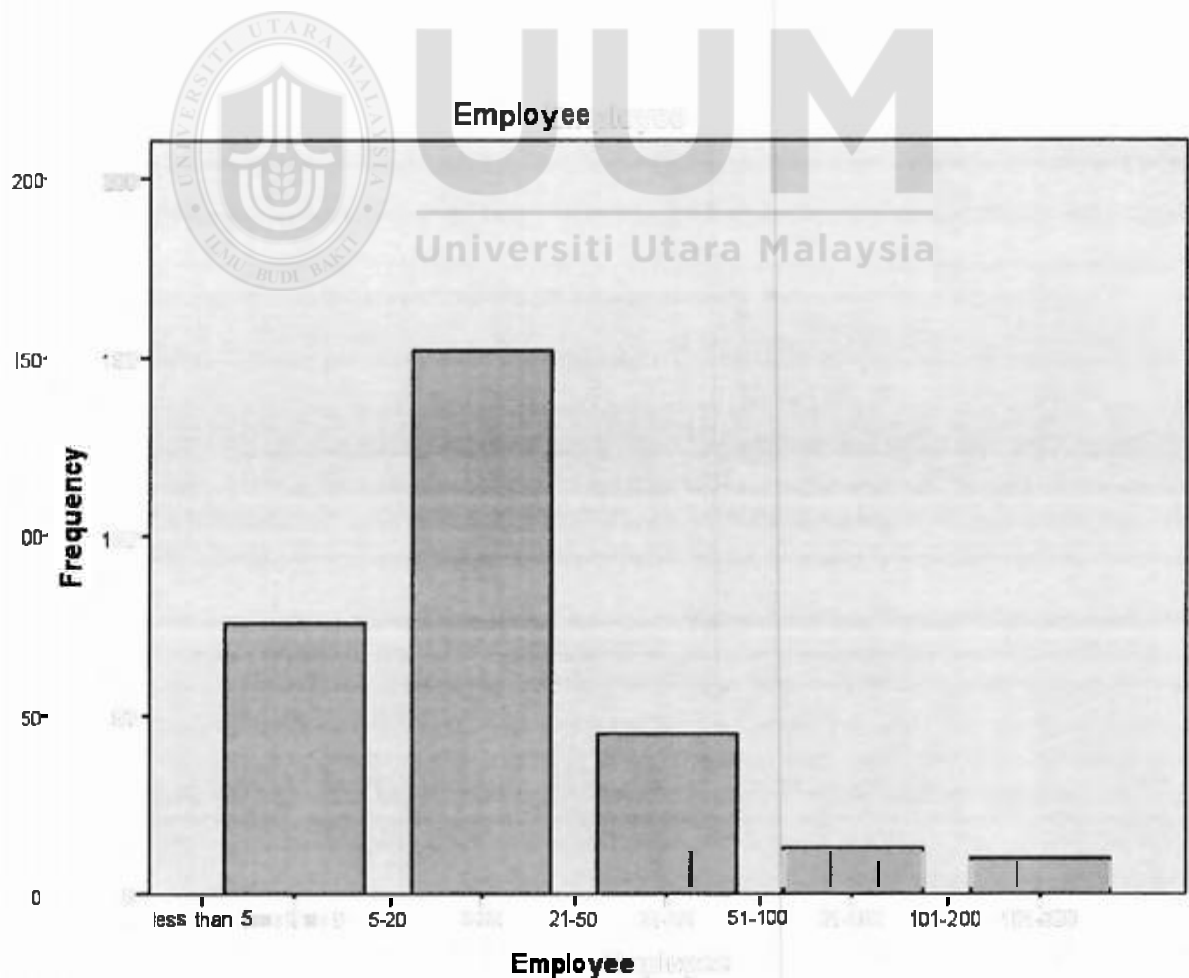
**Years of Company establishes (Table 4.4)**

		Years		Cumulative	
		Frequency	Percent	Valid Percent	Percent
Valid	Less than 5 years	107	36.1	36.1	36.1
	5 – 10 years	104	35.1	35.1	71.3
	11 – 15 years	39	13.2	13.2	84.5
	16 – 20 years	21	7.1	7.1	91.6
	20 years and above	25	8.4	8.4	100.0
	Total	296	100.0	100.0	



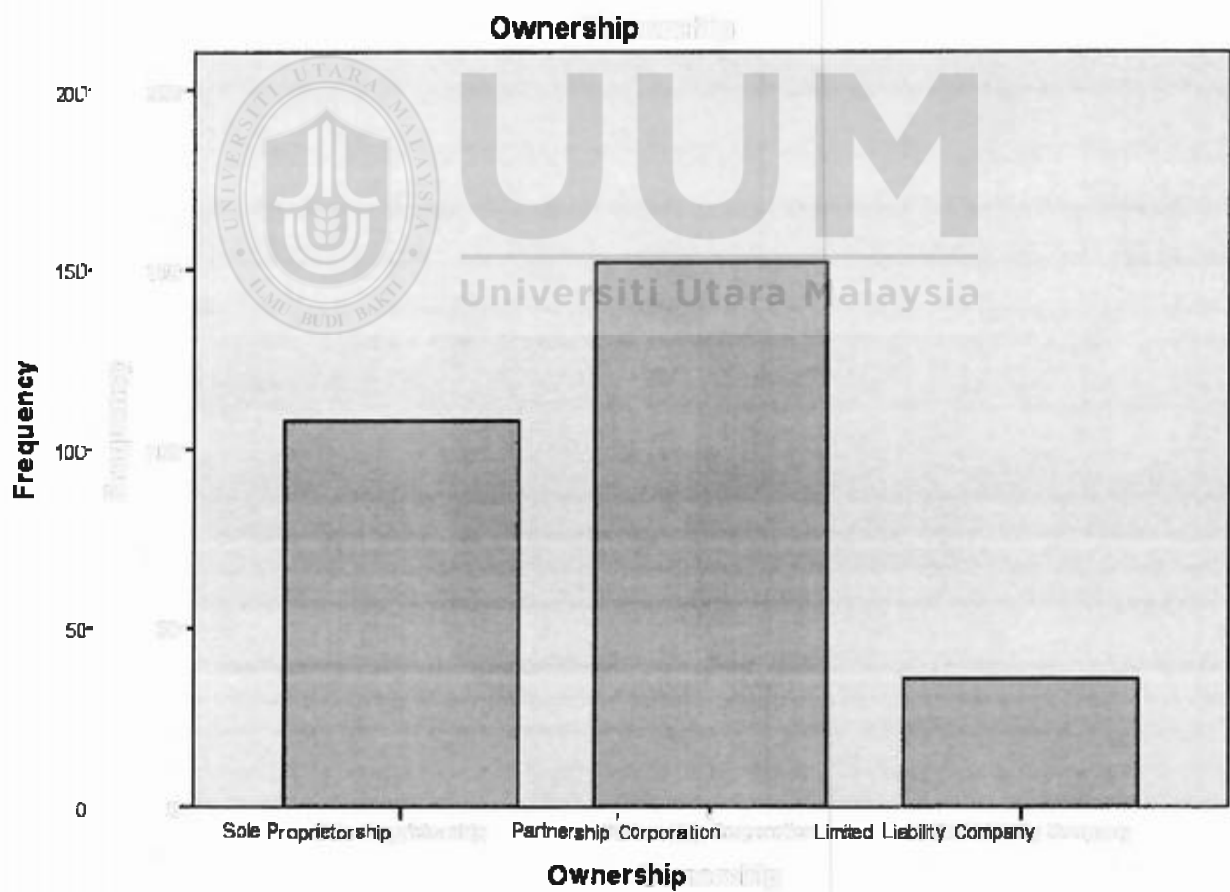
**Total employees that company hired (Table 4.5)**

		Employee		Cumulative	
	Frequency	Percent	Valid Percent	Percent	
Valid					
less than 5	76	25.7	25.7	25.7	
5-20	152	51.4	51.4	77.0	
21-50	45	15.2	15.2	92.2	
51-100	13	4.4	4.4	96.6	
101-200	10	3.4	3.4	100.0	
Total	296	100.0	100.0		



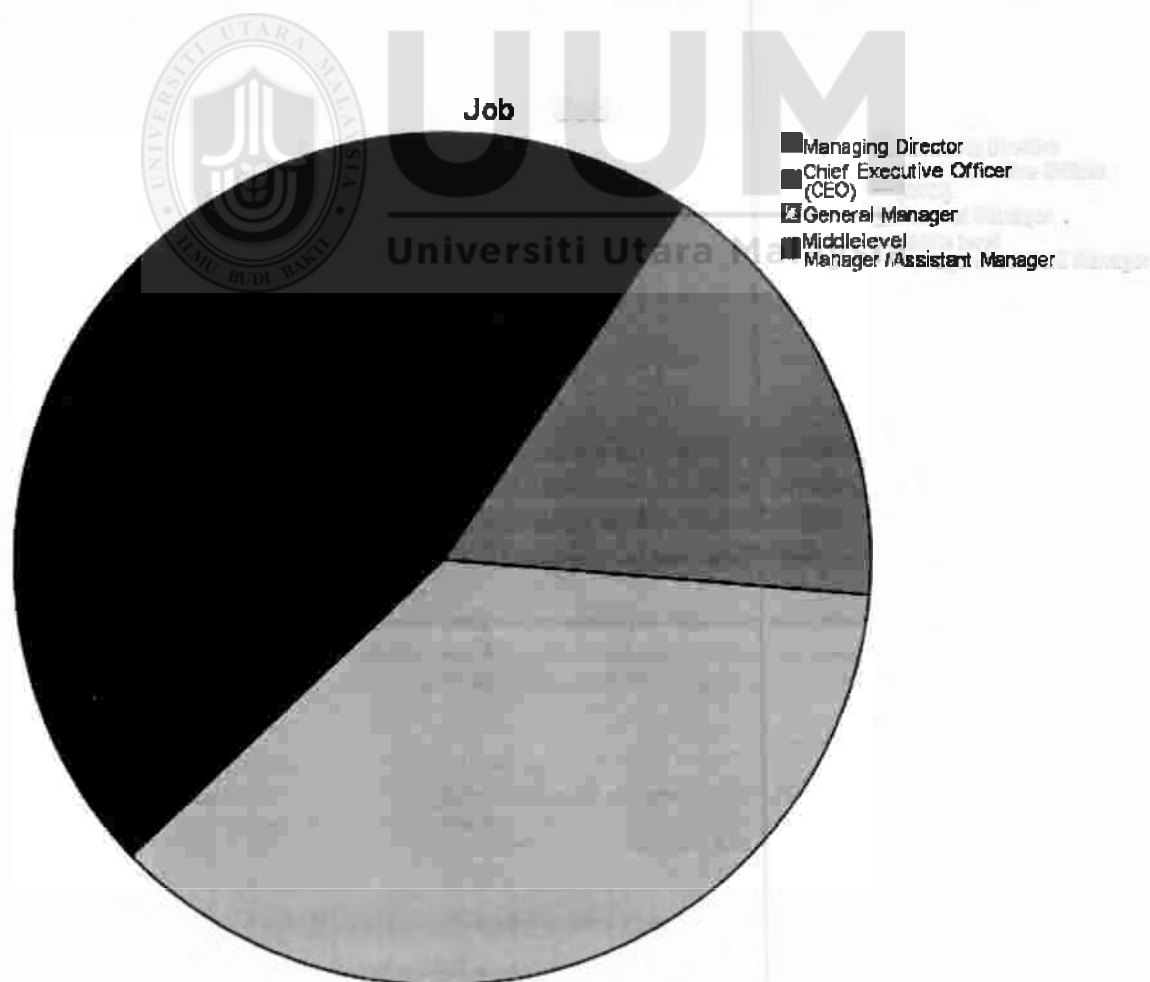
Type of Ownership (Table 4.6)

		Ownership			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sole Proprietorship	108	36.5	36.5	36.5
	Partnership Corporation	152	51.4	51.4	87.8
	Limited Liability Company	36	12.2	12.2	100.0
	Total	296	100.0	100.0	



**Job Title (Table 4.7)**

		Job				Cumulative	
		Frequency	Percent	Valid Percent	Percent	Percent	Percent
Valid	Managing Director	28	9.5	9.5	9.5	9.5	9.5
	Chief Executive Officer (CEO)	50	16.9	16.9	16.9	26.4	26.4
	General Manager	108	36.5	36.5	36.5	62.8	62.8
	Middle level Manager/Assistant Manager	110	37.2	37.2	37.2	100.0	100.0
	Total	296	100.0	100.0	100.0		



## Appendix 5

### Output SPSS 22 Version

### SPSS Output of Descriptive Analysis (Table 4.8)

(N=296)

Descriptive Statistics									
	N	Mean		Std. Deviation		Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error	
Government Support	296	2.9589	.05995	1.03138	.509	.142	-.814	.282	
Financial Capital Support	296	4.2669	.03454	.59423	-.895	.142	1.639	.282	
Information and Communication Technology Support	296	3.9792	.04533	.77983	-.998	.142	.155	.282	
Entrepreneurial Orientation Support	296	3.5819	.04579	.78779	-.471	.142	-1.297	.282	
Organisational Capability	296	4.0946	.03416	.58779	-.317	.142	-.231	.282	
Business Performance	296	4.3240	.03980	.68475	-.476	.142	.312	.282	
Valid N (listwise)	296								

## Appendix 6

### Output SPSS 22 Version

#### SPSS Output of Validity Analysis (Table 4.9)

#### Business Performance (Dependent Variable)

##### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.740
Bartlett's Test of Sphericity	Approx Chi-Square	361.920
	Df	45
	Sig.	.000

##### Component Matrix<sup>a</sup>

	Component			
	1	2	3	4
Growth in sales revenue	.187	.624	-.057	-.354
Profitability	.031	.407	.193	.120
Return on asset	.185	.611	.369	.259
Return on sales	.208	-.150	.842	.359
Market share	.698	-.092	-.042	-.371
Labour productivity	.257	-.380	-.102	-.130
Level of customer satisfaction	.354	-.496	.383	.325
Overall financial performance	.731	.068	-.139	-.329
Level of customer loyalty	.758	.119	-.096	-.329
Growth of machine	.731	-.012	-.165	-.329

Extraction Method: Principal Component Analysis.

a. 3 components extracted.



## Appendix 7

### Output SPSS 22 Version

#### SPSS Output of Reliability Analysis (Table 4.11)

##### Government Support

Case Processing Summary			
	N	%	
Cases			
Valid	296	100.0	
Excluded <sup>a</sup>	0	.0	
Total	296	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	N of Items	
.631	6	

##### Financial Capital Support

Case Processing Summary			
	N	%	
Cases			
Valid	296	100.0	
Excluded <sup>a</sup>	0	.0	
Total	296	100.0	

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	N of Items	
.737	4	

## ICT Support

Case Processing Summary

		N	%
Cases	Valid	296	100.0
	Excluded <sup>a</sup>	0	.0
	Total	296	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.703	6

## Entrepreneurial Orientation Support

Case Processing Summary

		N	%
Cases	Valid	296	100.0
	Excluded <sup>a</sup>	0	.0
	Total	296	100.0

a. Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.836	20

## Organizational Capability

Case Processing Summary

		N	%
Cases	Valid	296	100.0
	Excluded <sup>a</sup>	0	.0
	Total	296	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.720	7

## Business Performance

Case Processing Summary

		N	%
Cases	Valid	296	100.0
	Excluded <sup>a</sup>	0	.0
	Total	296	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.716	10

## Appendix 8

### Output SPSS 22 Version

#### SPSS Output of Pearson Correlation Analysis (Table 4.12)

		Correlations					
		Government Support	Financial Capital Support	ICT Support	Entrepreneurial Orientation Support	Organisational Capability	Business Performance
Government Support	Pearson Correlation	1	-.016	.157*	.131*	.008	-.016
	Sig. (2-tailed)		.790	.007	.024	.893	.778
	N	296	296	296	296	296	296
Financial Capital Support	Pearson Correlation	-.016	1	.742*	.768**	.861**	.808**
	Sig. (2-tailed)	.790		.000	.000	.000	.000
	N	296	296	296	296	296	296
ICT Support	Pearson Correlation	.157**	.742**	1	.972**	.754**	.762**
	Sig. (2-tailed)	.007	.000		.000	.000	.000
	N	296	296	296	296	296	296
Entrepreneurial Orientation Support	Pearson Correlation	.131*	.768**	.972**	1	.771**	.784**
	Sig. (2-tailed)	.024	.000	.000		.000	.000
	N	296	296	296	296	296	296
Organisational Capability	Pearson Correlation	.008	.861**	.754**	.771**	1	.831**
	Sig. (2-tailed)	.893	.000	.000	.000		.000
	N	296	296	296	296	296	296
Business Performance	Pearson Correlation	-.016	.808**	.762**	.784**	.831**	1
	Sig. (2-tailed)	.778	.000	.000	.000	.000	
	N	296	296	296	296	296	296

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

## Appendix 9

### Output SPSS 22 Version

### SPSS Output of Multiple Linear Regression Analysis

(Table 4.13) (Table 4.14) (Table 4.15)

### Summary of IV to DV

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 <sup>a</sup>	.733	.729	.30705

a. Predictors: (Constant), Entrepreneurial Orientation Support, Government Support, ICT Support, Financial Capital Support

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.142	4	18.786	199.256	.000 <sup>b</sup>
	Residual	27.435	291	.094		
	Total	102.578	295			

a. Dependent Variable: Business Performance

b. Predictors: (Constant), Entrepreneurial Orientation Support, Government Support, ICT Support, Financial Capital Support

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.868	.213			4.078	.000
	Government Support	.052	.037	.047		1.407	.160
	Financial Capital Support	.291	.034	.436		8.602	.000
	ICT Support	.141	.036	.174		3.899	.000
	Entrepreneurial Orientation Support	.341	.050	.349		6.861	.000

a. Dependent Variable: Business Performance

## Appendix 10

### Output SPSS 22 Version

### SPSS Output of Simple Linear Regression Analysis

(Table 4.16) (Table 4.17) (Table 4.18)

### Summary of MV to DV

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 <sup>a</sup>	.690	.689	32862

a. Predictors: (Constant), Organisational Capability

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70827	1	70827	655.845	.000 <sup>b</sup>
	Residual	31750	294	.108		
	Total	102578	295			

a. Dependent Variable: Business Performance

b. Predictors: (Constant), Organisational Capability

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta	Std. Error		
1	(Constant)	1255	.113			11.100	.000
	Organisational Capability	.700	.027	.831	.025	25.609	.000

a. Dependent Variable: Business Performance

## Appendix 11

### Output SPSS 22 Version

### SPSS Output of mean value (Questionnaire Dimension)

### Mean value of government support dimension (Table 5.1)

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Std. Error
Our Company gets a lot of information, knowledge and technology from training and R&D	296	1.00	6.00	1.8142	.88064	.16694
Our company had a good education and training condition offered by training condition offered by training and R&D institutes	296	1.00	6.00	2.8615	1.56370	.29270
the government departments/agencies offer plenty and clear policy information to our company	296	1.00	6.00	3.3176	1.31504	.24104
the tax policy for our company is preferable	296	1.00	6.00	3.2196	1.41269	.26129
the legal right and interest of investors and entrepreneurs are guaranteed	296	1.00	6.00	2.9122	1.44000	.26400
current labor institutions are advantageous for Our company to attract and retain person with ability.	296	1.00	6.00	3.0169	1.55674	.29274
Valid N (listwise)	296					

### Mean value of financial capital support dimension (Table 5.2)

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Financial capitals from other income (e.g. debt capital)	296	1.00	6.00	4.1081	.99922	
Financial resources from own capital	296	1.00	6.00	3.9730	1.23753	
Financial capitals from business partner	296	1.00	6.00	4.0169	1.36409	
Financial capitals from friends, spouse, relatives and family	296	1.00	6.00	4.0304	1.34634	
Valid N (listwise)	296					

### Mean value of ICT support dimension (Table 5.3)

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
for displaying company information and products offered.	296	2.00	6.00	4.1969	.98228	
to communicate with our suppliers.	296	1.00	6.00	3.6969	1.45280	
to communicate with our employees.	296	1.00	6.00	3.9797	1.24312	
to communicate with our customers (where customers can submit various enquiries).	296	1.00	6.00	4.0980	.92087	
to sell our product online	296	1.00	6.00	4.0709	.85074	
to sell our product and receive payments	296	1.00	6.00	4.0304	1.34634	
Valid N (listwise)	296					



**Mean value of entrepreneur orientation support dimension (Table 5.4)**

	N	Minimum	Maximum	Mean	Std. Deviation
Our enterprise produces more new products in comparison with main competitor.	296	2.00	6.00	4.1959	.98228
We usually make changes to develop our products as compared to our main competitor.	296	1.00	6.00	4.0980	.92087
Our enterprise emphasizes strongly on the development of new products	296	1.00	6.00	3.9730	1.23753
We initiate actions to which competitors then respond.	296	1.00	6.00	4.0304	1.34634
Our enterprise is always the first business to introduce new products.	296	1.00	6.00	3.6824	1.45922
Our enterprise adopts a very competitive posture.	296	2.00	6.00	4.0709	.85074
Our enterprise has a strong inclination for high risky venture with the chances of very high returns.	296	2.00	6.00	4.0676	.83290
Owing to the nature of the environment, risk taking acts are necessary to achieve the enterprise's objectives.	296	1.00	6.00	4.0203	1.34275
We adopt aggressive position in order to maximize the probability of exploiting potential opportunities.	296	1.00	6.00	4.0169	1.33900
Our enterprise shows a great deal of tolerance for high risk projects.	296	1.00	6.00	3.9831	1.30827

Our product requires a major learning effort by customers.	296	1.00	6.00	3.6588	1.42441
Our products took a long time before customers could understand its full advantages.	296	1.00	6.00	3.8041	1.01620
The product concept was difficult for customers to understand.	296	1.00	6.00	3.8345	1.19446
Our products were tried in the market.	296	1.00	6.00	3.7162	1.33043
Our products offer more possibilities to customers.	296	1.00	6.00	3.9527	1.33954
Our product offer unique, innovative features to customers.	296	1.00	6.00	3.6926	1.39615
Our product covers more customer needs.	296	1.00	6.00	3.9223	1.17490
Our product has more uses.	296	1.00	6.00	3.8430	1.09569
Our product is of higher quality in comparison to main competitors.	296	1.00	6.00	3.9730	1.25925
Our product is superior in technology.	296	1.00	6.00	3.9291	1.33469
Valid N listwise ( )	296				

### Mean value of organization capability dimension (Table 5.5)

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Managerial competencies	296	1.00	6.00	4.3919	1.06172	
Knowledge and skills of employees	296	1.00	6.00	4.3818	1.32238	
Firm climate	296	1.00	6.00	3.6824	1.45922	
Efficient organizational structure	296	2.00	6.00	4.0709	.85074	
Coordination	296	1.00	6.00	3.9730	1.23753	
Strategic planning	296	1.00	6.00	4.0169	1.36409	
Ability to attract creative employees	296	1.00	6.00	4.0304	1.34634	
Valid N (listwise)	296					

### Mean value of business performance dimension (Table 5.6)

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Growth in sales revenue	296	2.00	6.00	4.2061	.97499	
Profitability	296	1.00	6.00	4.1115	.91192	
Return on asset	296	1.00	6.00	4.3953	1.05887	
Return on sales	296	2.00	6.00	4.2061	.97499	
Market share	296	1.00	6.00	4.0169	1.36409	
Labour productivity	296	2.00	6.00	4.0709	.85074	
Level of customer satisfaction	296	2.00	6.00	4.0709	.85074	
Overall financial performance	296	1.00	6.00	3.9797	1.23766	
Level of customer loyalty	296	1.00	6.00	4.0169	1.36409	
Growth of machine	296	1.00	6.00	4.0304	1.34634	
Valid N (listwise)	296					